

Period: Q2 (1st Jul 2021- 30th Sept 2021)

Progress RAG	Total Red	Total Amber	Total Green	Total Milestones
Total (Count)	0	9	46	55
% of all Milestones	0	16	84	
Connected	0	0	6	6
Community Devolution of Assets*	0	0	1	1
Cycling	0	0	2	2
Digital Eden (Community Fibre Partnership)*	0	0	0	0
Equality and Diversity	0	0	3	3
Creative	0	1	6	7
Arts & Culture	0	1	2	3
Low Carbon/Greening Eden Businesses	0	0	2	2
London Road	0	0	1	1
Town Centres	0	0	1	1
Healthy, Safe and Secure	0	1	13	14
New Homes	0	1	0	1
Low Carbon Housing Retrofit Programme	0	0	5	5
Young People and Families	0	0	1	1
Public Realm	0	0	1	1
Housing Strategy	0	0	2	2
Poverty	0	0	3	3
Enhancement of environmental enforcement	0	0	1	1
Sustainable	0	7	21	28
Organisational Transformation	0	3	3	6
Local Plan/ Planning	0	0	4	4
Zero Carbon Strategy	0	2	2	4
Biodiversity	0	1	5	6
Sustainable Waste Service	0	0	2	2
Eden Economic Strategy	0	1	2	3
Local Gov Reorganisation*	0	0	0	0
Placemaking	0	0	3	3

*New milestones still to be set or outside of Council's control in terms of progress

Appendix A - Key Strategic Objectives & Milestones

Quarter 2 - 1st July 2021 - 30th September 2021

Ref:	Sustainable					
A	Organisational Transformation - move to one operational site; embed a Customer Experience Culture across the organisation; create a dynamic agile organisation, focussing on customers, service delivery, digital technology, accommodation, workforce skills and income generation					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Customer Services and Digital Combined Work streams – Reconfiguring the organisation using improvements to systems, skills and capacity to reflect the most efficient way to service customer demand.	Karen Greenwood	Amanda Yellowley(Ass Director Customers & Performance) / Ben Wright(Head of IT)	on going	G	My Account continues to be developed to improve digital offer to customers. Latest development is `change of address' which will be more efficient for Customer Services, freeing up time means the team can assist with Revenues & Benefits more.
2	Constitution - updating the Constitution to reflect the new operating model for the Council whilst also improving its legibility and access.	Karen Greenwood	Lisa Tremble (Asst. Director Governance)	Q2	G	Briefings for Members on the redraft took place in October and meetings of the Working Group have continued. The draft Constitution is being finalised and will be reported to Accounts and Governance Committee on 18 November and to Council on 25 November. Original target missed, but as almost complete it is considered to be green.
3	Human Resources – The realignment of skills and capacity to remodel the organisation to deliver the strategic intentions of the One Eden Programme	Karen Greenwood	Les Clark (Deputy Chief Executive)	Q2	A	Nearing completion - posts are advertised internally, and then externally if there are no suitable internal candidates.
4	Service Delivery – The approach to commissioned services in terms of current arrangements, future models and contract management	Karen Greenwood	Les Clark (Deputy Chief Executive)	Q2	G	Complete. Council approved the extension of the service delivery contracts with Urbaser and Cumbria Waste Recycling for 5 years in July 2021.
5	Single Site – The purchase, refurbishment and relocation to a new corporate headquarters.	Karen Greenwood	Mike Poulter (One Eden Programme Manager)	Q4	A	Discussions with the contractor are progressing well and a draft construction contract will soon be available for our legal team to consider. A planning application has been formally submitted to secure approval for the changes to the external cladding of the building. Regular project updates are being provided to the Salix team. Council will consider approval for changes to the capital programme on 25th November prior to awarding the construction contract.
6	Communications – The overarching programme communication strategy and activities	Karen Greenwood	CLT	on going	G	Briefings are held as and when required, and updates are circulated to staff via Sharepoint, email and in team meetings.
B	Local Plan/ Planning- undertake (i) a partial review of the Local Plan, to strengthen policy on two key areas: climate change and design: and (ii) a settlement study.					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Carry out partial review of the Local Plan	Virginia Taylor	Rea Psillidou (Planning Policy Manager)	Q4	G	A report setting out an approach for a partial review of the Local Plan was considered and agreed by the Executive in April 2021. The partial review will focus on developing specific policies on addressing climate change and design. The proposal also recommended a proposal to undertake a Settlement Study. This is subject to confirmation of funding which is awaited.
5	Commence the Local Plan Review Consultation	Virginia Taylor	Rea Psillidou (Planning Policy Manager)	Q1	G	Staff consultation carried out, for which we received a lot of responses. ADs have been working through these & we will give feedback to staff.
	Carry out Viability Study	Virginia Taylor	Rea Psillidou (Planning Policy Manager)	Q4	G	Viability Study 65% complete. Initial report and presentation provided. Final report and CCC review still required

3	Undertake Settlement Study	Virginia Taylor	Rea Psillidou (Planning Policy Manager)	Q4	G	Next step is to agree an approach to the Settlement Study and complete the viability study to help inform the development and scope of the new policies to be introduced.
C	Zero Carbon Strategy - deliver the Zero Carbon Eden District Council Strategy & Action Plan 2020-2023, making progress on reducing the Council's carbon footprint to zero by 2030, by improving energy use and biodiversity in EDC estate, promoting community projects in district e.g. community energy schemes.					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Final strategy and action plan agreed by Executive	Mark Rudhall	Laura Cadman (Assistant Director - Delivery)	Q2	A	Final comments from members have been sent on the 15th of October 2021 (deadline). Document to be revised in line with final comments received. Next step: A discussion needs to take place to decide the final direction of the ZC&B Strategy.
2	Provide accredited Carbon Literacy Training to staff and Members	Mark Rudhall	Laura Cadman (Assistant Director - Delivery)	Q4	G	Many officers and members have received their carbon literacy training. The certificate has been delivered to officers and members that have submitted their form back. The rolling programme of this training is to be reviewed.
3	Identify individually the carbon footprint of each buildings own / managed by EDC and try to find mitigation and adaptation scenario to reduce their carbon emissions	Mark Rudhall	Laura Cadman (Assistant Director - Delivery)	Q3	G	Team are working together to gather information and data for Pilio to set up our new energy monitoring software. All the energy providers have agreed to share our information with Pilio except Water Plus. Some further work needs to be done to grant access to Pilio. Pilio is an interactive Carbon Monitoring tool and helps us to make recommendations for improvement. Once the software has been set up CCP is going to establish a carbon management plan for EDC buildings.
4	Reduce paper printing cross departmentally, Continue recycling redundant IT equipment, and find ways to recycling/reuse other equipment	Mark Rudhall	Laura Cadman (Assistant Director - Delivery)	Q4	A	Not yet started. Work will start as soon as possible.
D	Biodiversity – manage our own land sustainably, collaborate with external bodies, develop and deliver integrated protection and enhancement of natural habitats within Eden ecosystems.					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Asses areas of council land suitable for biodiversity enhancement - Introduce wildflowers beds Plant trees	Mark Rudhall	Laura Cadman (Assistant Director - Delivery)	Q3	G	A Land registration should be created to assess the real potential of each land. Service level agreement with Cumbria Wildlife Trust about an action to plant wildflower on road verges. Further discussion needs to be made. Trees planting project in Carlton Park and French field is going through a second consultation phase. Planning to start planting tree beginning of December.
2	Promote the recovery of priority habitats (uplands, woodland, meadow and wetlands by working with local communities, partners and Stakeholders	Mark Rudhall	Laura Cadman (Assistant Director - Delivery)	Q2	A	Sustainability Officer is trying to gather information on EDC lands where priority habitats could be improved. Service Level Agreement in development to start working with external organisation to improve Eden natural landscape and biodiversity.
3	Increase woodland coverage working with landowners, community groups, volunteers and other partners	Mark Rudhall	Laura Cadman (Assistant Director - Delivery)	Q4	G	See above
4	Increase positive management and protect existing woodland and treescapes (incl Veteran Trees, hedges etc.). Build partnerships with Cumbria Woodlands, Woodland Trust & private landowners	Mark Rudhall	Laura Cadman (Assistant Director - Delivery)	Q4	G	Work will start as soon as possible. Work has been delayed due to staffing resource issues in the Sustainability Team.

5	Continue to support Eden Rivers Trust, landowners and private interests such as United Utilities in Eden SSSI catchment management. Upper Lune river management with the YDNP & Friends of the Lakes, through the Westmorland Dales project	Mark Rudhall	Laura Cadman (Assistant Director - Delivery)	Q3	G	Service Level Agreement has been sent to legal for review. Work to start with Eden River Trust as soon as possible.
6	Promote Farming, and the benefits ecosystem service delivery of public goods through government schemes and NFU, CLBA, Farm Tenant Association, UoC, Westmorland Agricultural Society and The Farmer Network	Mark Rudhall	Laura Cadman (Assistant Director - Delivery)	Q3	G	Service Level Agreement has been sent to legal for review. Hoping to start working with The Farmer Network as soon as possible.
E	Sustainable waste service- To develop a new waste and recycling service which is compliant with the government's waste and resource strategy, and aims to reduce the service's carbon footprint and remove plastic waste wherever possible					
	Milestone	Portfolio Holder	Lead officer	Quarter	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Report to Executive and Council to agree delivery vehicle for waste, recycling and street cleaning services from 2022.	Michael Tonkin	Les Clark (Deputy Chief Executive)	Q2/3	G	Council approved the extension of the service delivery contracts with Urbaser and Cumbria Waste Recycling for 5 years in July 2021
2	Report to Executive and Council and agree service design and collection regime for services from 2022	Michael Tonkin	Les Clark (Deputy Chief Executive)	Q4	G	Overview and Scrutiny Committee have included the evaluation of options in their work programme for Q4 2021/22.
F	Eden Economic Strategy- deliver a work plan and strategy to support growth, business development and higher wages in a post COVID, 21st Century Rural economy					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Stakeholder Consultation in conjunction with the Cumbria LEP	Mary Robinson	Fergus McMorrow (Asst. Director Development)	Q1	A	The Stakeholder Consultation has commenced and is due to close in the next Quarter. Following this the responses will then be collated and reviewed.
2	Draft Strategy produced for consideration	Mary Robinson	Fergus McMorrow (Asst. Director Development)	Q2	A	Review of the draft Economic Strategy is underway. This will cover the period 2021 to 2023. Economic Prospectus Agreed by executive for Consultation.
3	Final Strategy agreed by Members	Mary Robinson	Fergus McMorrow (Asst. Director Development)	Q3	G	Draft produced in September for comments, consideration and adoption of final draft in quarter 3.
G	Local Government Re-organisation- Plan and negotiate where possible for improved services, resident engagement and employment. Work with central and local Government and other agencies to deliver all required process and changes efficiently and in good order					
1	NEW					Once the outcome of the LG Review is known we will develop milestones.
H	Place making- sell Mansion House & develop Town Hall site to enhance the public realm, and provision of hotel, leisure & cultural facilities					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements

1	Completion of Feasibility Study for Town Hall and Report reviewed by Members	Karen Greenwood	Fergus McMorrow (Asst. Director Development)	Q2	G	The final report on options for the Penrith Town Hall has now been received and discussions are now taking place on the means of delivery which will be included in a report to members. Integration with the approach arising from the commissioned work on Arts and Culture strategy will be taken into account.
2	Town Hall - seek Member agreement on the Feasibility Study, agree which option to pursue and draft timetable of future activities.	Karen Greenwood	Fergus McMorrow (Asst. Director Development)	Q3	G	
3	Disposal of Mansion House	Karen Greenwood	Les Clark (Deputy Chief Executive)	Q4	G	
Healthy, Safe & Secure						
I	New Homes- deliver a pilot new build sustainable affordable housing scheme, which is both environmentally sound and capable of being replicated within a reasonable cost envelope; use the learning gained to work in partnership with Homes England and other agencies to deliver the wider roll out of similar schemes to meet local needs					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Members to agree site, number of homes and new timetable for the project if the initiative is found feasible (Exemplar Homes)	Mark Rudhall	Fergus McMorrow (Asst. Director Development)	Q2	A	The Council appointed a consultancy Group in late 2020. Potential land/buildings for the homes have been identified along with a list of potential passive house measures that could be used to develop exemplar homes. A report recommending a preferred option and two feasible options has been recently received. Further officer consideration is being given to the options pending a report to the Executive
J	Low Carbon Housing Retro-fit Programme- deliver the existing programme, secure new funding where possible and assist other authorities with Green Homes Grant LAD schemes, ensuring that resources are available to make maximum use of government grants to tackle the triple challenges of low carbon, health and wellbeing and fuel poverty in the housing sector					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Delivery, in partnership with external key partner, the outcomes of Phases 1 a and b of the LAD Green Home Grant Scheme	Judith Derbyshire	Robert Docherty (Asst. Director Communities)	Q2	G	Completion of delivery of Phase 1A with key partner E-ON. Lessons learnt have been forwarded to BEIS for their consideration. Phase 1 B has been extended until 31st December 2021.
2	To finalise partnership working with other Cumbrian Councils in the funding and implementation of the Phase 2 of the LAD Green Homes Grant Scheme. To act as Accountable Body on behalf of other Cumbrian districts on delivery of the scheme.	Judith Derbyshire	Robert Docherty (Asst. Director Communities)	Q2	G	Embedding partnership working with other Cumbrian districts in delivery of GHG LAD Phase 2. Contract agreed with Anthony Collins to provide external Legal support for GHG LAD Phase 2. Funding Agreement being finalised between EDC and Liverpool City Region. Subsequent Funding Agreement will then be required between each of the Cumbrian LAs. Contract with E-on awaiting formal approval by Council.
3	To make a bid submission to BEIS for HUG and Phase 3 of the LAD Green Homes Grant Scheme.	Judith Derbyshire	Robert Docherty (Asst. Director Communities)	Q2	G	Complete-Bids submitted for a total of £20.25 million (£6million Phase 3 and £14.25million HUG). Carlisle acting as lead authority.
4	To implement and deliver on first outcomes of HUG and Phase 3 of the LAD Green Homes Grant Scheme	Judith Derbyshire	Robert Docherty (Asst. Director Communities)	Q4	G	

5	To develop and implement resource requirements, within structure of the HIA, utilising external funding to deliver on Green Homes Grant Schemes and to maximise uptake of future potential opportunities	Judith Derbyshire	Robert Docherty (Asst. Director Communities)	Q2	G	GHG Administrator recruited and commenced in post 20/09/21. Next quarter recruitment of GHG Technical Officers to support delivery of Phase 2, Phase 3 & HUG. Recruitment to the GHG Technical Officer posts has been challenging. Had to advertise twice and look at external professional publications to promote post.
K	Young People & Families - to be active members of the Eden Children and Families Locality working group with the aim to retain and attract a working age population to overcome the increasing demographic imbalance, improve health & wellbeing, and to provide our young people with education, training, employment opportunities and good affordable housing					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Work with partners on the Eden Locality Children & Families Partnership to develop an action plan for the Eden locality	Lissie Sharp	Amanda Yellowley (Asst. Director Customers and Performance)	Q2-Q4	G	The Eden Apprenticeship scheme continues to run. There is little resource to currently assign to promote or develop the Scheme due to officers dealing with Covid activity. Work has been undertaken in partnership with the Department of Work and Pensions to submit a bid for the creation of an Eden Youth Hub to provide specialist advice and support for young people. The Council has been notified that the bid was successful and as such assisted with a launch event.
L	Public Realm- support communities to improve their local open spaces, allotments and play areas for active leisure, safe outdoor play and improved biodiversity					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	To develop an action plan to support the outcomes with clear milestones developed	Lissie Sharp	Robert Docherty (Asst. Director Communities)	Q2	G	Development of proposals for open space/play areas grant scheme for consideration. Next quarter will develop grant scheme proposals/marketing of scheme.
M	Housing Strategy- we will develop an action plan to deliver our new housing strategy, setting out our vision for affordable decent homes for our local people and help us retain our young people and families					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Housing Strategy Action Plan Created	Judith Derbyshire	Robert Docherty (Asst. Director Communities)	Q3	G	Strategy finalised and Council approval secured. Action Plan development delayed due to LGR and limited Team resource. However, the Housing Strategy priorities will continue to be identified and delivered.
2	Housing Strategy Action Plan reviewed and Approved by Portfolio Holder	Judith Derbyshire	Robert Docherty (Asst. Director Communities)	Q4	G	
N	Poverty- We will work across the Council to ensure that all residents struggling due to financial inequalities have access to advice and assistance. Through this work the long term aim is to reduce levels of poverty across the district.					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Collect applicable data to measure levels of poverty within Eden	Lissie Sharpe	Amanda Yellowley (Asst. Director Customers and Performance)	Q2	G	Data sources identified and data has been collected for Eden. The data will be reviewed again in the next Q as the data sources allow. Complete
2	Anti-Poverty Objectives agreed	Lissie Sharpe	Amanda Yellowley (Asst. Director Customers and Performance)	Q3	G	Draft Equality Objectives have been sent to Member Working group for comments, awaiting feedback and instructions of next steps
3	Anti- Poverty Actions agreed	Lissie Sharpe	Amanda Yellowley (Asst. Director Customers and Performance)	Q4	G	Draft Actions in line with the draft objectives have been sent to Member Working Group for comments/input, awaiting feedback and instructions of next steps

W Enhancement of environmental enforcement, including fly-tipping						
1	Develop options for enhancement and targeting of fly-tipping/litter enforcement	Judith Derbyshire	Robert Docherty (Asst. Director Communities)	Q3	G	Proposal paper being developed with options/costings for consideration, subject to revised MTFP
Connected						
O Community Devolution of Assets- work with CALC, parishes and others to progress the mutually agreed transfer of assets to parish and town councils in a timely and cost-effective manner						
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Establish Member Task and Finish Group to review work streams and policy	Lissie Sharp	Laura Cadman (Assistant Director - Delivery)	Q2	G	Completed - group have met twice. More milestones to follow. T&F group will be consulted
P Digital Eden- Support the work of partners, agencies and the Department of Culture, Media and Sport (DCMS) to deliver broadband and improved digital signal to all parts of Eden district.						
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1		Mary Robinson		N/A		The Council is not the lead organisation for this objective and as such has limited control over the delivery of the project
Q Cycling- To promote cycling in the District through improving safe storage facilities in towns; be an active member of the County cycling strategy and to support the work of partners in developing better cycle routes.						
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Work with Cumbria County Council to review County Cycling Strategy	Lissie Sharp	Laura Cadman (Assistant Director - Delivery)	Q4	G	Work ongoing and linked with the parking and movement strategy. Awaiting new meeting dates.
2	Continue working with Penrith Parking and Movement Partnership to deliver cycling improvements	Lissie Sharp	Laura Cadman (Assistant Director - Delivery)	Q4	G	As above - recruitment to replace Engineering Officer is planned imminently
R Equality & Diversity- carry out a review of our current internal practices, and to develop new policy and staff training with outside consultants.						
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Updated Equality Training to be given to staff and Members (by External Consultants IODA)	Lissie Sharp	Amanda Yellowley (Asst. Director Customers and Performance)	Q4	G	Training to be arranged in conjunction with HR and Member Services. Already in process and received proposal from training providers. CLT to give final approval.
2	Initial review of existing documents and practices	Lissie Sharp	Amanda Yellowley (Asst. Director Customers and Performance)	Q3	G	Working with other Cumbrian Authorities we are reviewing best practice regarding EIA documents. Initial internal review complete & carrying out self-appraisal using LGA Equality & Diversity framework
3	Review of findings from internal review. Decision made how to effectively resource progression of Equality and Diversity work (to include update of Council's Equality Objectives).	Lissie Sharp	Amanda Yellowley (Asst. Director Customers and Performance)	Q4	G	

	Creative					
S	Town Centres- work with partners, including Borderlands, prepare plans for funding bids to reinvent our town centres for the future, to increase investment, promote their uniqueness and explore creative ways to bring empty units and historic buildings back into use.					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Develop and deliver the Council's own Welcome Back Fund	Mary Robinson	Fergus McMorrow (Asst. Director Development)	Q2	G	The RHSS Welcome Back fund proved not to be administratively cost effective. We allocated £12,240 of that fund. We then set up our own local fund instead and £25,000 in grants to support town centres. 70% complete.
T	Low Carbon/Greening Eden Businesses - To improve the financial and environmental sustainability of local businesses by adopting an EDC First procurement policy, and helping local businesses reduce their carbon foot print					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Continue to promote and facilitate the undertaking of local business carbon audits and the Greening Eden Businesses Grant Scheme	Mark Rudhall	Laura Cadman (Assistant Director - Delivery)	Ongoing	G	An external company has been appointed to begin delivering this project (CBEN). Application Form for Businesses currently being reviewed by Legal. Hoping to start awarding grants to businesses by November.
2	Procure web portal	Mark Rudhall	Laura Cadman (Assistant Director - Delivery)	Q4	G	Pilio (the carbon monitoring tool) is now up and running and in the process of being populated.
U	London Road- creation of zero carbon commercial/industrial units					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	Allocate capital funding 21/22 MTFP	Mary Robinson	Laura Cadman (Assistant Director - Delivery)	Q4	G	Detail will be fed into financial plan for 2022/23.
V	Arts & Culture- develop and deliver an Arts & Culture Programme to enhance the creative and cultural lives of all through greater community participation in Arts and Culture activity throughout the District - Sustaining healthy communities and establishing Eden as a great place for young people to live, create enterprises to thrive, and visitors to enjoy.					
	Milestone	Portfolio Holder	Lead officer	Target	Progress RAG	Progress in previous Quarter- specify blockages/challenges/achievements
1	We Are Team To map creative assets and resources, economic supply and demand and their impact in Eden	Virginia Taylor	Robert Docherty (Asst. Director Communities)	Q1	G	The initial mapping of resources has been completed
2	We Are Team to propose priorities for Eden District for consideration by Eden District Council's Executive	Virginia Taylor	Robert Docherty (Asst. Director Communities)	Q3	A	We have requested that We Are Team prepare their proposal by mid-October
3	We Are Team to produce a finalised proposal for Arts and Culture Programme for Eden which will cover a period of three years from 2021	Virginia Taylor	Robert Docherty (Asst. Director Communities)	Q3	G	Once the proposals have been considered by Executive and the wider stakeholder group, finalised proposal will be submitted to Executive outlining the programme of Arts and Culture work to be carried out over the following two years.